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**Initial Staffing Plan for the
Ministry of Information and Communication Technology (MoICT)**

Draft Report

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Annexes

1.   Introduction

HM Government of the Hashemite Kingdom of Jordan wants to improve the national economy and create jobs by attracting investment into the ICT sector.

Vision for ICT in Jordan

A vision for the ICT sector in Jordan was prepared following a workshop, which was held at a Dead Sea resort during September 2000.

> *"An Information and Communications Technology Sector in Jordan in which the free market is given the widest possible scope to contribute to the economic development of the country. It is the policy of the Government of Jordan to play its role by creating the legal, institutional, and commercial environment in which this market is nurtured, grown and sustained."*

The central pillar of the government's program is the creation and effective operation of the Ministry of Information and Communication Technology (MoICT) and recommendations have been made to re-engineer the existing Ministry of Posts and Communication to take on new responsibilities in relation to this role.

MoICT Mission

In pursuit of the vision, a draft mission for the ministry has been prepared. The mission of the Ministry is to:

- Articulate the policy of the Government of Jordan with respect to post, telecommunications, and information technology (IT).
- Lead and sustain Jordan's drive to become a regional info-com center and digital hub.
- Set sound policy, provide government support and work with the private sector to develop information and communications technology (ICT) within Jordan.
- Act as a catalyst to nurture a healthy and competitive market environment that stimulates private investments in the information and telecommunications sectors.
- Be a champion of the Jordanian IT/Telecom industry in the country, the region, and the world; represent Jordan's interests related to posts, telecommunications and IT at international organizations and events.
- Plan, execute and coordinate Jordan's eGovernment strategy in collaboration with other government agencies and serve as an example of effective exploitation of eGovernment.
- Serve as a model for "good governance" through adoption of private sector methods and as a "center of excellence" for ICT.

An "Implementation Plan" was prepared by a previous consultancy, The existing Ministry of Posts and Communications (MoPC) is currently implementing the recommendations contained in the Plan.

2.   Objectives

In support of MoPC's implementation of the Plan, the objectives of this consultancy are to develop:

- Detailed job descriptions and personal specifications for some 33 professional staff positions of the re-engineered Ministry of information and Communication Technology (MoICT).
- A standard MoICT job application form/outline CV.

to be employed in an exercise to recruit professionals to carry out the ministry's mandate.

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3.   Approach and Methodology

The following describes the approach and methodology which was employed:

Creation of Job Descriptions

- Consult with senior members of the staff to develop their staffing needs and specifications.
- Identify international best practices and standards/norms employed in developed and developing countries and indicate how these can be integrated into staffing.
- Prepare staff job descriptions for discussion with senior staff.
- After discussion, prepare final job descriptions that will be used in staffing the re-engineered MoICT.

Design of a MoICT Standard Staff Application Form/Outline CV template

- Review existing staff application forms employed by both the government and private sector.
- Review examples of staff application forms employed in other regions and internationally.
- Consult with MoPC personnel in relation to mandatory requirements.
- Draft proposed standard Staff Application Form.

Additional Activities

Additional duties, in line with the consultant's area of specialization, knowledge and experience were carried out during the period of the consultancy. These included:

- Completing the MoICT organization structure
- Preparing an outline process for recruiting MoICT managers and professionals
- Prioritizing recruitment needs
- Participating in discussions on the layout of the ministry's proposed office accommodation.

4.   Activities

Management Team Meetings

The consultant participated in daily meetings of the Ministry "top team" and contributed to discussions on matters of organization and management with top level officials of the ministry.

MoICT Organization Structure

The overall organization structure for MoICT was finalized and checked with department directors. The organization structure is illustrated at Annex 1 and represents a government entity, which should be quite capable of carrying out the task entrusted to it. Roles of individual departments are shown at Annex 3. It should be borne in mind that all proposed organization structures are, at best, good estimates of the actual requirements to get the job done. Nevertheless, the consultant suggests that the structure proposed will serve the purpose well. It is suggested, however, that the situation is reviewed at the completion of 12 months operation and any necessary changes implemented at that time.

Interim Organization Structure

While the structure proposed does represent an effective and operable organization, practical limitations will inhibit the creation of such an organization immediately. These include the need to provide suitable office accommodation, to establish effective management systems and communication links and, above all, to

identify and recruit sufficient suitable candidates. Consequently, an interim organization structure is proposed at Annex 2. This will be easier to recruit, to operate and to administer. Of course, as practical limitations are overcome, so the organization will grow into its final configuration.

Job Descriptions

Job Descriptions have been prepared for 33 professional positions in the new Ministry and these are presented at Annex 5.

MoICT Application Form

Headings for a standard application form for employment with the new Ministry have been prepared and are presented at Annex 6. Final structure, any necessary Arabisation and printing of the form will be carried out by the recruitment agency.

Recruitment Agencies

Because of the nature of the new ministry's tasks, the type of people sought and the size of the task, recruitment of the number of professionals required to staff the ministry effectively will be beyond the capability of the existing government and MoPC Personnel unit. Inquiries were therefore made to source organizations capable of carrying out this task and initial expressions of interest have been received from three management and recruitment organizations.

It is understood that terms of reference are to be prepared for the task of recruiting the required staff and that these will be issued shortly.

MoICT Office Accommodation

Discussions were held with the AMIR coordinator (who also has some responsibility for proposed internal architecture for the MoICT offices) on outline accommodation layout and traffic flow patterns. The consultant was advised that tender documents are currently being prepared and architects will be invited to submit proposals for the wholesale reorganization of the office building and work areas and the structural work involved.

5.   **Recommendations**

Sequence of Recruitment

In order that managers are given an opportunity to participate in selecting their own teams, where possible, those positions having others reporting into them will be recruited before their subordinates.

Prioritization of Recruitment

Because some job functions are more urgently required, a list of recruitment priorities has been prepared and this is shown at Annex 4. This will be employed by the recruitment agency in advertising and selecting potential employees.

6.   **Next Steps**

In order for the creation of the ministry to succeed, a number of further steps will need to be carried out in a timely fashion.

Recruitment

-        Tenders will need to be sought from capable recruitment agencies. These will need to be evaluated and the best proposal selected.
-        Once appointed, the selected agency will carry out a comprehensive recruitment campaign in collaboration with MoICT.
-        Advertisements will need to be prepared and submitted for publication.
-        The recruitment agency will receive and filter the applications and will prepare lists of qualified candidates using criteria set by MoICT.
-        Initial selection interviews and exercises will be carried out by the recruitment agency but overseen by MoICT.
-        Short-lists for each position will be submitted to MoICT.
-        MoICT will then interview and take references for the most suitable candidates.
-        Offers will be made to successful candidates and agreements on salary and other conditions concluded before letters of appointment are sent.
-        Following appointment, an induction process will be carried out as new members of the MoICT are integrated into the ministry team.

Accommodation

-        Detailed plans will need to be drawn up for housing the MoICT people and for their support services including of course, ICT infrastructure.
-        Invitations to tender should be sent out to suitable architects and contractors to carry out the structural work at the ministry's offices as soon as is practicable.

Management Development

Consistency of management style and practices will be an important factor in integrating the disparate elements of the new ministry. To accomplish this, it is proposed that a **comprehensive** program of training in management skills and techniques be undertaken by **all** existing, new and prospective managers.

Good Governance

A key constituent of the Jordan 2020 Vision is adoption of meritocracy, transparency, accountability and best practice in the public sector. In order for MoICT to serve as a model of good governance as proposed, indeed for this project to succeed at all, these principles will need to be incorporated into and become part of standard operating procedures at the ministry. A program to develop procedures and skills to support this process should be incorporated into the organization and human resource development plans.

Team Working

A further critical element in the development of the Ministry will be the development of cooperation and collaboration among MoICT managers and professionals to form a seamless team working together towards a common goal. Moreover, individuals within the tram must be prepared and able to take responsibility for their individual objectives and to deliver against their agreed targets.

<u>Sustainability</u>

This is a very ambitious project involving a great deal of work, time and money by both Jordanians and international staff and it is understood that the project is currently on target. In order for the project to be the success it deserves to be, however, the management issues identified both in this and previous reports must be addressed in a timely manner. If not, then the achievements made and benefits accrued will be subject to the risk of not being sustained as initial enthusiasm wears off.